

United States Marine Corps

Interagency Integration Strategy



MARINE CORPS SERVICE CAMPAIGN PLAN ANNEX V

1 March 2013





A MESSAGE FROM THE COMMANDANT OF THE MARINE CORPS

The international security environment is marked with tremendous uncertainty. As we look ahead, we see a world of increasing instability, failed and failing states, and conflict provoked by conventional enemies and transnational threats. Global stressors such as poverty, urbanization, overpopulation, increased demands for scarce natural resources and natural disasters only exasperate tension increasing the potential for instability. As such, the United States must continue to provide leadership within the international community and the Marine Corps must be ready...today.

As the nation's premier crisis response force, the Marine Corps will continue to answer the nation's call. Marines uniformly sacrifice and maintain a high state of readiness to guard against aggression, assist partnered countries and aid those in distress. However, we have learned through the course of time that military might does not solve every crisis. Instead, our operating environment requires an inclusive and synergistic approach, which extends beyond the joint community and into the interagency framework. The American people and our partners are better served when we tap into, plan with and incorporate the expertise, skills and capabilities residing across the U.S. Government.

As a forward-deployed and forward-engaged amphibious force, we are optimally postured to meet the demands of the combatant commanders. Through our partnership with the Navy, we are able to tread lightly on our neighbor's real-estate and maneuver from the sea, but assure access at the point of conflict and set conditions for integrated solutions. This enables our unique ability to shape, deter, and respond to any crisis, projecting U.S. power anywhere in the world.

The *Marine Corps Interagency Integration Strategy* accompanies the *United States Marine Corps Service Campaign Plan 2012-2020*. Our strategy provides Service-level guidance for the Marine Corps to more effectively work within the United States interagency framework. This strategy directs a comprehensive and coordinated Service-wide process development necessary to completely position the Marine Corps as a principal interagency team member across the full range of military operations. This document furthers our commitment to better train and educate our Marines to succeed in complex interagency-partnered operational environments.

Semper Fidelis,

A handwritten signature in black ink, appearing to read 'James F. Amos', with a long horizontal flourish extending to the right.

JAMES F. AMOS
General, U.S. Marine Corps
Commandant of the Marine Corps

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INTRODUCTION

As stated by the Commandant of the Marine Corps (CMC), the role of the Marine Corps as America's expeditionary force in readiness is to be "responsive and scalable... team[ing] with other services, allies and interagency partners." Forecasts of the future security environment include threats and challenges whose solutions require a sustainable, integrated whole-of-government application of national power and influence. Collaboration with our interagency partners before and during a crisis is a critical component to reduce risk and help ensure our Nation's strategic success.

U.S. law, policy, and the requirements of ongoing and future operations dictate that Marines integrate Joint, Interagency, Intergovernmental, and Multinational (JIIM) capabilities into both Service-led operations and operations in support of another Service, partner, or ally. Effective integration requires an understanding of the application of authorities available to a Marine Air Ground Task Force (MAGTF) and its partners in a complex operational environment. Some examples include: humanitarian assistance/disaster relief; stability operations; and support of civil authority, governance, and rule of law. Simply put, we must understand issues and responsibilities beyond our traditional Title 10 role. Marines must also understand our interagency partners' capabilities and limitations, and partner with them from the early planning phase through execution and transition. The concept is not new to the Marine Corps. However, we must better articulate and integrate our various strengths to improve unity of effort. This requires us to have a common framework that flows from frequent, robust collaboration. The end result will be more effective operations in support of a unified strategy, where interagency partners collaborate as a matter of routine prior to crisis.

The United States Marine Corps shall preserve and expand the processes in interagency relationships that allow Marines to be agile and adapt to dynamic challenges. Relationships (formal or informal) and trust are at the core of successful interagency coordination, enabling Marines to adapt to rapidly changing environments. Therefore, improving interagency integration must be reinforced as a Service-wide effort requiring clear objectives, full visibility, and integrated actions across HQMC, the Operating Forces, and the Supporting Establishment. DC, PP&O is the Service lead for developing and overseeing the implementation of the Marine Corps' Interagency Integration Strategy. This effort will be ongoing and iterative.

Senior leader engagement is vital to build enduring, coherent and effective interagency integration. Marine Corps senior leaders set priorities, mentor subordinates, manage their more experienced personnel and, where appropriate, advocate for and enable civil-military interagency integration. The senior leader engagement strategy will include building a cadre of leaders who are able to plan and operate within the interagency environment. These Marine Corps leaders will broaden communications both inside and outside the U.S. Government (USG), including Non-Governmental Organizations (NGOs), intergovernmental organizations (IGOs), and the private sector. Finally, command emphasis will positively affect Marine Corps personnel policies by broadening career patterns to include civilian liaison and exchange opportunities, and by re-examining unique Marine leadership attributes required for the future security environment, such as collaborative framing and adaptive planning.

"The Marine Corps will be designed to perform 'more closely integrated operations with our Navy, special operations and interagency partners.'"

**2012 Posture Statement to Congress
General James F. Amos, 35th Commandant of the Marine Corps**

Table 1: Terms of Reference

Term	Acronym	Definition	Examples
Joint	J	Activities, operations, organizations, etc., in which elements of two or more military departments participate. (JP 1-02)	Activities involving two or more of the following: Dept of the Navy (USN, USMC) Dept of the Army Dept of the Air Force Dept of Homeland Security (USCG)
Interagency	IA	Of or pertaining to the United States Government agencies and departments including the Department of Defense. (JP 1-02)	State* DOJ DOD USAID
Intergovernmental Organization	IGO	An organization created by a formal agreement between two or more governments on a global, regional, or functional basis to protect and promote national interests shared by member states. (JP 1-02)	UN EU NATO African Union OSCE
Multinational	M	Activities between two or more forces or agencies of two or more nations or coalition partners. (JP 1-02)	Canada UK Australia
Nongovernmental Organization	NGO	Private, self-governing, nonprofit organizations dedicated to advancing objectives such as alleviating human suffering, promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. (JP 1-02)	CARE Doctors Without Borders Mercy Corps <i>See www.un.org for a list of NGOs</i>
Civilian-Military	Civ-Mil	Describes a relationship between U.S. uniformed military forces and U.S. governmental and non-governmental civilian organizations and authorities, and the government and civilian populace of a foreign nation. (JP 1-02)	I MEF working with the Anbar PRT and the Anbar provincial government (circa 2008)
Whole-of-Government Approach		An approach that integrates the collaborative efforts of the departments and agencies of the United States Government to achieve unity of effort toward a shared goal. (FM 3-07)	USG teaming that occurred following Hurricane Katrina
Unity of Effort		Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization - the product of successful unified action. (JP 1-02)	Teaming between USG, UN and NGOs after Haiti earthquake
Unified Action		The synchronization, coordination, and/or integration of the activities of governmental and non-governmental entities with military operations to achieve unity of effort. (JP 1-02)	Integration with NGOs and IGOs (e.g., UN and the private sector to achieve unity of effort)

*While recognizing the acronym “DOS” within JP1-02, “State” is the prevailing term used within the interagency, and is the preferred term used by the Department of State.

SITUATION

“We Marines don’t really have a domain – we have a lane, and that lane is crisis response.”

General James F. Amos, 35th Commandant of the Marine Corps

Future Security Environment: Adaptive and innovative adversaries present an array of challenges that are not readily resolved by military power alone. The patterns of potential instability all affect how the Marine Corps should organize, train, and equip for the future. These patterns include: increasing demographic pressures on developing states; competition and potential conflict over natural resources; persistent conflict fueled by unmet expectations, youth bulges, fragile economies and poor governance; transnational organized crime enterprises linked to violent extremist groups; and the increasing political influence of non-state actors. These challenges will require the synchronized application of skilled civilian-military power to persuade and influence appropriate outcomes. This may run the spectrum, from the open use of military force to dominate an opponent, to the application of diplomacy to defuse a crisis. The Marine Corps must fully understand USG interagency roles, and leverage capabilities since a combination of the elements of national power (diplomatic, informational, military, and economic) are often required to resolve complex security challenges.

Implications for the Marine Corps: On coordinating operations with interagency partners, General Anthony Zinni, USMC (Ret.) guides Marines within MCDP1-0 to:

Seek unity of effort and unity of command. Create the fewest possible seams between organizations and involved parties. Coordinate everything with everybody. Establish coordination mechanisms that include political, military, nongovernmental organizations, international organizations, and other interested parties.

Marines are the Nation’s crisis response force, but we will not conduct these missions alone. Just as Marines must be able to fight in “any clime and place,” it is also imperative that we are able to integrate our operations, and contribute to unity of effort with other governmental and non-governmental agencies. These combined capabilities, authorities, and expertise will be critical to overall mission success. Additionally, the Marine Corps will endeavor to educate senior leaders – across the USG – in Marine Corps structure and capabilities to ensure Marine Corps assets are matched to USG objectives.

Fiscal Environment: This strategy aligns with CMC priorities. This strategy execution is within the constraints and realities of fiscal conditions as well as the likely demands of future security environments. To optimize operational efforts among contingency stakeholders, the Marine Corps must promote greater unity of effort. This unity will naturally flow from a shared understanding of USG objectives and the MAGTF’s role within it. The Marine Corps must continue to adopt coherent and deliberate approaches in order to leverage existing government expertise. This will require investments across doctrine, organization, training, education, and personnel domains. By proactively strengthening our knowledge base through increasing experiences with interagency processes and partners, we will better operate as a cohesive force to maximize mission success at minimal cost.

Strategic Objective: This strategy operationalizes the Marine Corps Concept for Unified Action Through Civil-Military Integration published in 2009. Command emphasis is required for the Marine Corps-Interagency integration tasks and comprehensive strategy to succeed.

“Key Effort: Expand the envelope of interagency and international cooperation. Promote multilateral security approaches and architectures to deter and if necessary, defeat aggression.”

2012 Strategic Direction to the Joint Force
General Martin E. Dempsey, Chairman of the Joint Chiefs of Staff

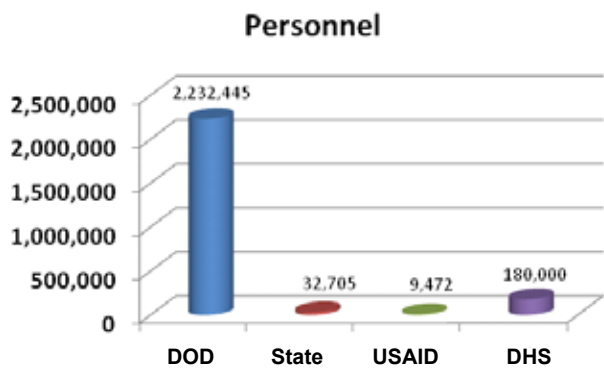
STARTING BELIEFS

1. Budget and force levels for the Marine Corps are expected to be constrained for the foreseeable future.
2. Budget and staffing levels for interagency partners are considerably smaller than the Marine Corps and will be similarly constrained.
3. This is a long-term investment strategy focused on building knowledge, trust, and relationships.
4. The Marine Corps recognizes the inherent difficulty in associating measurable metrics with the goals laid out in this strategy.

CHALLENGES

1. Interagency partners operate under disparate authorities and often have very different institutional cultures, norms, and agendas than the DOD/Marine Corps. The USAID-hosted Joint Humanitarian Operations Course is an example of interagency efforts to overcome this challenge.
2. Often interagency operational doctrine is very broad and generally lacks a concept of operations.
3. There is a limited comprehensive interagency planning framework and associated authorities.
4. Demand for interagency expertise in operations, training, education, experimentation, and engagement generally outpaces supply.
5. Interagency organizations have different planning and assessment practices than those recognized by the Marine Corps.
6. Stability operations are core missions that have a high requirement for interagency integration. Currently, there is no Marine Corps doctrine for stability operations.
7. Currently, there are limited methods to identify and track interagency experience within the Marine Corps.
8. Interagency partners manning and resourcing levels are significantly lower than those of the Department of Defense. (ref. Tables 2 & 3 on page 5)

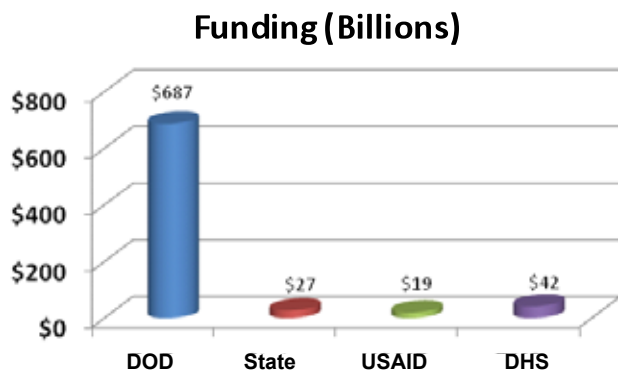
Table 2: Defense and Select Agencies’ FY11 End-Strength



Source: Office of Management and Budget, <http://www.whitehouse.gov/omb/budget/Historicals>

- State and USAID includes foreign nationals, excludes contractors
- DOD includes civilians, excludes National Guard and Reserves
- DHS includes the Coast Guard

Table 3: Defense and Select Agencies’ FY11 Budget



Source: Office of Management and Budget, <http://www.whitehouse.gov/omb/budget/Historicals> and USAID Financial FY11 Statement, <http://www.usaid.gov/performance/summary/summary11.pdf?120227>

- DOD Includes Overseas Contingency Operations (OCO) funds (No appropriated OCO funds to other agencies in FY11).

METHOD

In order to improve Marine Corps interagency integration, the Marine Corps is following the Marine Corps Force Development System (per MCO 3900.15B). This involves developing capabilities by integrating activities across the seven pillars of combat development: Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF).

“We Marines will be called upon to support, conduct, and in some cases, lead interagency crisis response operations.”

MCDP 1-0 Marine Corps Operations

Annex V to the Marine Corps Service Campaign Plan, 2012

Interagency Integration Strategy

References

- a. National Security Strategy 2011
- b. National Security Presidential Directive 44
- c. Executive Order 13434
- d. National Defense Strategy 2008
- e. National Military Strategy 2011
- f. Sustaining Global Leadership: Defense Priorities 2012 (CJCS Strategic Direction to the Force)
- g. Guidance for Employment of the Force (GEF) 2010
- h. 35th Commandant of the Marine Corps Planning Guidance
- i. MCDP 1-0 Marine Corps Operations
- j. Marine Corps Order 3440.7B (Domestic Support Operations)

1. Purpose

a. Assessment of U.S. Interests

- The United States must apply our strategic approach in pursuit of four enduring national interests: Security, Prosperity, Values, and International Order. (ref. a)
- We are improving the integration of skills and capabilities within our military and civilian institutions so they complement each other and operate seamlessly. We are also improving coordinated planning and policymaking, and must build our capacity in key areas where we fall short. (ref. a)

b. Assessment of Marine Corps Interests

- The Marine Corps conducts complex expeditionary operations in the littorals and other challenging environments. (ref. h)
- The Marine Corps leads joint and multinational operations and enables interagency activities. (ref. h)

c. Mission Statement: The Marine Corps will strengthen integration with select interagency organizations in order to effectively plan and execute operations across the range of military operations, both for current operations and to posture Marine Corps forces to remain the Nation's premier expeditionary force in readiness.

d. Objective: A Marine Corps that is better trained and equipped to operate in complex environments through robust integration, rigorous planning, and careful execution in partnership with other USG participants in support of our national strategic interests.

2. Execution

Concept of Operations

“The challenges of the 21st century are blurring the lines between defense, diplomacy, and development, the three Ds of foreign policy. So we need officers who can fight wars, negotiate agreements, and provide emergency relief all at once.”

Secretary of State, Hillary Rodham Clinton

a. Doctrine: This Annex defines objectives and provides coordinating instructions for the comprehensive Marine Corps Interagency Integration Strategy.

b. Organization: We will strengthen Marines’ ability to plan with IA partners for a common goal, and provide (over the long-term) more IA-related expertise and skill sets within the MAGTF. Simultaneously, we will identify and, where needed, build the skills and organizational solutions required at all levels of the MAGTF in order to equip ourselves to be the force of choice to integrate military and IA efforts in crisis response.

c. Training & Education: In order to more effectively integrate civilian-military operations, a greater level of understanding and knowledge of our IA partners is required. To properly address this, the Marine Corps will enhance the training and education of Marines in four key ways.

1. We will increase IA training opportunities available to Marines and make these opportunities a valued part of both individual and unit training. We will endorse (via Marine Corps Training Information Management System: MCTIMS) courses that have been developed by our IA partners that may be used to train and educate Marines on specific skills that enhance mission effectiveness (e.g., rule of law, governance and participation, economic stabilization and infrastructure, stability operations, civil security, and humanitarian assistance). At the same time, we will strengthen the relationships with our IA partners that are required for future mission success.
2. We will streamline processes and procedures with our IA partners by providing both greater definition of our service level exercise requirements, and better exercise prioritization to match limited civilian capacities. This is increasingly important in a fiscally constrained environment.
3. We will assess current levels of IA training within our career level service schools (EWS, C&S, SAW, MCWC, TBS, enlisted schools, etc.) and develop a plan to integrate external training and understanding within appropriate MOS-producing curricula already established.
4. We will adjust our current IA CMC fellowships at the Top Level School Board. We will also conduct a feasibility assessment of interagency fellowships at the O-3/O-4 levels (Career Level Schools (CLS) and Intermediate Level Schools (ILS)) so these skills can be leveraged by the Marine Corps.

d. Personnel: In order to ensure this strategy is effective in developing a skilled pool of Marines available to the MAGTF commander, we must emphasize that Marines with interagency-relevant skills and experiences are afforded the same opportunities to compete for promotion and retention as other Marines. We must properly track these important, developing skill sets and match these Marines to billets that will most benefit the Marine Corps.



- e. **Commander's Intent:** The Marine Corps will increase its ability to integrate with its civilian partners in order to support USG engagement around the world with particular emphasis on core Marine Corps competencies.



“In this age, I don’t care how tactically or operationally brilliant you are, if you cannot create harmony – even vicious harmony – on the battlefield based on trust across service lines, across coalition and national lines, and across civilian/military lines, you need to go home, because your leadership is obsolete. We have got to have officers who can create harmony across all those lines.”

General James Mattis (May 2010)



Table 4: Missions requiring significant Marine Corps-Interagency integration

Primary missions of the U.S. Armed Forces	USG Dept/Agencies Primarily involved	Marine Corps missions/ tasks***
<p>Conduct Humanitarian, Disaster Relief, and Other Operations</p> 	<p>Department of Defense (DOD) Department of Homeland Security (DHS) Department of Justice (DOJ) Department of State (State) Department of Transportation (DOT) Office of the Director for U.S. National Intelligence (ODNI) U.S. Agency for International Development (USAID)</p>	<p>Assessments, civil-military operations, consequence management, crisis response, humanitarian assistance delivery, foreign humanitarian assistance, information operations, limited contingency operations, logistics, mass atrocities prevention and response operations, nation assistance, noncombatant evacuation operations, public affairs</p>
<p>Conduct Stability and Counterinsurgency Operations</p> 	<p>DOD DOJ Department of Treasury (TRE) ODNI State USAID U.S. Department of Agriculture (USDA)</p>	<p>Attack the network, civil-military operations, counterinsurgency, establish civil security and civil control, information operations, military information support operations, nation assistance, public affairs, repair and protect critical infrastructure, restore essential services, stability operations, train-advise-assist</p>
<p>Counter Terrorism and Irregular Warfare</p> 	<p>Central Intelligence Agency (CIA) DHS DOD DOJ ODNI State TRE USAID USDA</p>	<p>Assessments, civil-military operations, counterinsurgency, counterterrorism, information operations, maritime security operations, public affairs, security force assistance, stability operations, support to foreign internal defense</p>
<p>Defend the Homeland and Provide Support to Civil Authority</p> 	<p>DHS DOD DOJ DOT ODNI State</p>	<p>Assessments, civil-military operations, conduct and support counterdrug operations, consequence management, defense support of civil authorities, exclusion zone enforcement, freedom of navigation and overflight, information operations, maritime security operations, protection of shipping, public affairs</p>

Primary missions of the U.S. Armed Forces	USG Dept/Agencies Primarily involved	Marine Corps missions/tasks***
Operate effectively in Cyberspace and Space 	DHS DOD DOJ ODNI State TRE	****Take full advantage of potential offensive opportunities in the cyberspace domain and minimize the asymmetric, potential vulnerabilities created by our reliance on networked systems and communications.
Provide a Stabilizing Presence 	DOD DOJ ODNI State TRE USAID	Assessments, building partner capacity, civil-military operations, explosive ordnance disposal, humanitarian and civic assistance, information operations, maritime security operations, military engagement, peacebuilding, peacemaking, peace operations (conflict prevention, peace enforcement, peacekeeping, train-advise-assist), public affairs, sanctions enforcement/maritime interception operations, security cooperation

*Source: Sustaining U.S. Global Leadership: Priorities for 21st Century Defense

**This chart is limited to USG primary actors. Other actors with whom Marines will need to coordinate, collaborate or de-conflict include intergovernmental, nongovernmental, and multinational actors.

***Source: MCDP 1-0 Marine Corps Operations

****Source: USMC Cyberspace Concepts

The four other primary mission sets of the U.S. Armed Forces have been omitted from the above table due to limited equity for the Marine Corps or limited IA cooperation requirements.

3. Coordinating Instructions:

As planning evolves into implementation, the guidance in this document will be updated as required to best support and enhance evolving Marine Corps operational and training requirements, as well as enduring relationships with our IA partners.

Agreements in Place

- Memoranda of Agreement (MOA)
 - State-DOD (Marine Corps) MOA on Marine Corps Security Guard (MSG) Program [PP&O]
 - Marine Forces Cyber Command MOA with DIA Defense Counterintelligence and HUMINT Center (DCHC) [MARFORCYBER]
 - Marine Corps University MOA with CIA, State, DIA, and DHS for faculty chairs [Marine Corps Combat Development Command (MCCDC)]
- Memoranda of Understanding (MOU)
 - State-DOD (Marine Corps) MOU for exchange program & State Political Advisors (POLADs) [PP&O]
 - Marine Corps University MOU with various agencies for CMC Fellows program (State, DHS, DOJ, ODNI, USAID) [MCCDC]

- Marine Corps University MOU with DOJ (FBI) for faculty chair [MCCDC]
 - Marine Corps University MOU with DHS (Customs and Border Protection) for faculty and information exchange [MCCDC]
 - HQMC Intelligence Department MOU with State Department, Treasury Department, and Combatting Terrorism Technical Support Office (CTTSO) for Junior Officer Strategic Intelligence Program (JOSIP) Engagement Officers [Director, Intelligence (DIRINT)]
3. Fellowships/Exchanges/Liaisons (LNOs)/Engagement Officers [see Appendix A and Figure 7]
- Commandant of the Marine Corps Fellows
 - Junior Officer Strategic Intelligence Program (JOSIP) Engagement Officers
 - State Exchange Marines
 - Various liaison officers

Deputy Commandant, Plans, Policies & Operations (DC, PP&O)

a. Roles and Responsibilities

1. Serve as executive agent of Marine Corps-IA integration, establishing and administering the Service-level IA strategy. Monitor the status of tasks assigned as a part of this strategy.
2. Serve as the primary Service-level liaison to interagency partners.
3. Act as the overall coordinating authority with all Memoranda of Understanding and Agreements with IA partners, ensuring these arrangements support the Marine Corps-IA integration strategy. Use appropriate HQMC boards, working groups, and other venues to ensure the Marine Corps-IA Integration Strategy is executed and continues to support Service-level objectives.
4. Provide Service-level oversight to all IA personnel exchanges/liaisons and fellowships. Provide guidance on assignment restrictions, required training, fitness/performance, frequency of summary reports, frequency of contact with interagency coordinator and expected follow-on assignment. With M&RA in support, craft an executable plan to assign Marines posted in IA billets to follow-on tours which utilize their IA expertise.
5. Serve as the lead for the DOD/State Memoranda of Understanding for exchange tours and assignments to include the assignment of Department of State Political Advisors (POLADs) within the Marine Corps.
6. Coordinate (along with DIRINT) all National Capital Region (NCR) interagency pre- and post-deployment visits for MAGTF command elements.
7. Provide guidance criteria that allows for the prioritization of exercises that need IA involvement in order to ensure limited resources are allotted to the training activities of highest priority.
8. Maintain oversight of Marines assigned to Security Cooperation Officer (SCO) billets.
9. Establish and maintain formal relationships with appropriate centers of IA integration (such as U.S. Institute of Peace (USIP), the Army Peacekeeping and Stability Operations Institute (PKSOI), and National Defense University's Center for Complex Operations (CCO)).
10. Identify and prioritize (or delegate within the Marine Corps-IA community-of-practice) Marine Corps-IA integration initiatives, conferences, and ongoing working groups to ensure service participation at regular civil-military meetings.

b. Tasks

1. (Within 1 year) Convene and chair a Marine Corps-IA Working Group not less than every six-months (or as determined by DC, PP&O) where updates on the Marine Corps-IA integration strategy are presented, reporting requirements are reviewed, and coordination updates from the executive agent are passed.
2. (Within 6 months) Identify and prioritize relevant IA partners within the USG and other centers of Joint, Interagency, Intergovernmental, Multinational (JIIM) value (including academia, IGOs, and NGOs) with which the Marine Corps has a vital interest in coordination based on function.
3. (Within 6 months) Develop a Civil-Military Integration Team (CMIT) comprised of primarily reserve component Marines with IA experience to serve as an advisory element, designed to contribute to the development of policies and procedures that support the Marine Corps role within the USG IA.
4. (Within 6 months) Develop and publish interim guidance outlining the process to request IA support as well as a priority of effort for Marine Corps requirements.
5. (Within 9 months) With DC, M&RA, develop and maintain a list of Marines currently serving in IA billets and interagency representatives currently attached to Marine units and schools, and assess their status based on a prioritized IA integration effort.
6. (Within 18 months) In coordination with DC, CD&I, develop and communicate a Marine Corps-wide procedure for requesting IA support and participation for training, exercise, experimentation, and education events as well as procedures for the IA to request Marine Corps support for their activities, operations and training (DC, CD&I lead).
7. (Within 2 years) Develop and secure approval for appropriate MOA/MOUs, which formalize the IA support for the Marine Corps MEU (Marine Expeditionary Unit) program.

Deputy Commandant, Combat Development & Integration (DC, CD&I) Commanding General, Marine Corps Combat Development Command

a. Roles and Responsibilities

1. Responsible for combat development for Marine Corps-IA integration within the Expeditionary Force Development System.
2. Responsible for the development of appropriate education, experimentation, and training solutions that enable integration with other USG agencies.
3. Coordinate with DC, PP&O regarding the placement of Marine Corps IA CMC Fellows under DC, CD&I to ensure prioritization of key agencies and missions.
4. Manage the Marine Corps IA CMC Fellows.
5. Evaluate interagency equities in all exercises and present to the Marine Corps-IA community-of-practice regularly.

b. Tasks

1. (Within 6 months following the publication of the appropriate Interagency Capability Based Analysis) Implement the solutions contained in the Interagency Section of the Solutions Planning Directive (SPD) originating from the Irregular Warfare Capabilities Based Assessment (IW CBA) completed in Aug 2012.

2. (Within 6 months) Develop a methodology to inform Marines of non-DOD training approved by Marine Corps Training and Education Command (TECOM), code IA training resources (courses, seminars, etc.) that work with members of the IA toward common mission objectives, and track the interagency training Marines receive.
3. (Within 6 months) Develop a methodology to strengthen IA material and representation in professional military education (PME), including:
 - o Interagency assessment
 - o Planning products
 - o Planning processes
 - o Contemporary interagency roles, capabilities, and authorities

Develop these objectives with goals and metrics by PME level.

4. (Within 6 months) In coordination with DC, PP&O and DC,M&RA, develop and maintain a user-friendly, unclassified website to:
 - o Communicate Marine Corps policies, roles and missions in complex operations alongside our IA partners.
 - o Provide planning, information, and reachback capability to Marines and their civilian IA partners in the complex operating environment.
 - o Provide information on various IA planning processes so that Marines can use collaborative frameworks to plan, act, assess, and adapt.
 - o Present information on select IA training and education opportunities of use to Marines.
5. (Within 6 months) Conduct an analysis on the feasibility of establishing 1-year IA fellowships within the structure of the CLS and ILS timeframes (expanding fellowships to O-3 and O-4 ranks). DC, CD&I lead with DC, M&RA and DC, PP&O in support.
6. (Within 1 year) In coordination with DC, PP&O, examine the other USG agencies' professional education courses and training centers. Analyze the courses to determine if Marine Corps representatives need to be identified to liaise/instruct during courses/training that have significant Marine Corps interest (i.e., State Department's Political-Military Officer course at the Foreign Service Institute)
7. (Within 1 year) Develop and maintain a formalized IA alumni tracking and correspondence system for graduates of Marine Corps professional military education schools.
8. (Within 1 year) Integration Divisions must evaluate their programs for areas that require Interagency coordination across the DOTMLPF capability pillars.



9. (Within 1 year) Draft and implement a plan to incorporate interagency perspectives into Marine Corps assessments, planning, and operations. Expand Problem Framing within the Marine Corps Planning Process to include tasks one and two of the Interagency Conflict Assessment Framework (ICAF) and teach ICAF throughout PME.
10. (Within 18 months) In coordination with DC, PP&O, develop and communicate Marine Corps-wide procedure for requesting IA support and participation for training, exercise, experimentation, and education events as well as procedures for the IA to request Marine Corps support for their activities, operations, and training. (DC, CD&I lead)

Deputy Commandant, Manpower & Reserve Affairs (DC, M&RA)

a. Roles and Responsibilities

1. Assign Marines to fill IA exchanges/liaisons as required.
2. Support DC, PP&O in crafting an executable plan to assign Marines posted in IA billets to follow-on tours which utilize their interagency expertise.
3. In coordination with DC, PP&O, assign follow-on billets for IA fellow/exchange/liaison Marines to ensure best use of acquired experience.
4. Establish and maintain a policy for Marines assigned to the IA, ensuring that participating Marines are afforded the same opportunities to compete for promotion and retention as other Marines.

b. Tasks

1. (Within 6 months) In coordination with DC, PP&O, examine IA billets for joint qualified officer credit.
2. (Within 9 months) Collaborate with Irregular Warfare Skills Manpower Tracking Working Group in developing and maintaining the Irregular Warfare Skills Tracker that will allow commanders to quickly assess and identify irregular warfare and civil-military skills within their own organizations.
3. (Within 1 year) Identify and track personnel with IA-relevant skill sets, education, experience, or capabilities so that the Marine Corps can reveal skills already resident within the force, in order to facilitate assignments and for future leverage by the Marine Corps.
4. (Within 1 year) Examine the feasibility of reserve Marines in exchanges and fellowships.

Deputy Commandant, Installations & Logistics (DC, I&L)

a. Roles and Responsibilities

1. Conduct staff talks with IA partners to coordinate future interagency actions regarding installations and logistics.
2. Assist key interagency partners with their expeditionary sustainment concept and capability development to complement Marine Corps combat capabilities in operational engagements.
3. Marine Corps Installation Command (MCICOM) coordinates with MARFORNORTH and other applicable MARFORs to effect local, state, and federal liaison for Homeland Defense and/or Defense Support of Civil Authorities operations.

Director, Intelligence (DIRINT)

a. Roles and Responsibilities

1. Coordinate with DC, PP&O regarding management of Marine Corps IA engagement programs under DIRINT to ensure prioritization of key agencies and missions.
2. Manage the Junior Officer Strategic Intelligence Program and Marine Corps participation in the defense attaché system.
3. In coordination with DC, PP&O, coordinate the intelligence portions of all National Capital Region IA pre and post deployment visits for MAGTF command elements.
4. Continue to ensure Marines Operating with joint, interagency, intergovernmental, and multinational forces are trained in and comply with Director of National Intelligence, DOD, interagency, and Marine Corps information and intelligence sharing policies and procedures.

Director, Marine Corps Staff

a. Roles and Responsibilities

1. Through the Strategic Initiatives Group (SIG), responsible for maintaining the availability of a service approved Marine Corps capabilities brief suitable for external audiences.

Director, Public Affairs (DIR PA)

a. Tasks

1. Incorporate the Marine Corps-IA integration priorities and strategy into ongoing Service-level communication efforts.

All Marine Forces Commands (MARFORs)

a. Roles and Responsibilities

1. Advise PP&O, International Affairs Branch (PLU) of Strategy & Plans (PP&O, PL) of critical gaps in Marine Corps personnel alignment to Security Cooperation Offices that support CCDR and Marine Corps efforts.
2. Provide support for/link into the Marine Corps-IA Working Group that is convened semi-annually by PP&O, PL, PLU.

MARFORNORTH, MARFORPAC, MARFORCOM, and MARFORRES

a. Roles and Responsibilities

1. As Service Component Commanders to CCDRs having major domestic homeland defense and civil support responsibilities, COMMMARFORPAC and COMMMARFORNORTH make recommendations on Marine Corps relations with state and federal agencies involved in Defense in Support of Civil Authorities (DSCA) and Homeland Defense within respective COCOMs.



2. As directed by CMC's DSCA warning order, MARFORNORTH, MARFORPAC, MARFORCOM, and MARFORRES will also conduct planning in order to enable rapid response for and DSCA before, during, and after a significant weather event within CONUS.
3. IAW ref. J, and in concert with MARFORNORTH, determine requirements for Emergency Preparedness Liaison Officers (EPLOs).
4. MARFORPAC will assign forward operating forces – primarily III MEF, with I MEF as required – direct liaison authorization (DIRLAUTH) to coordinate urgent and routine issues with PACOM AOR embassies and agencies in order to facilitate the planning and execution of MARFORPAC-directed operations, actions, and activities.

All Marine Corps Operating Forces and Marine Corps Supporting Establishment

a. Roles and Responsibilities

1. Adhere to IA-related request policies when published.
2. When required, Operating Forces will integrate appropriate IA organizations into planning and execution of MAGTF exercises and operations.
3. Advise through appropriate HQMC boards and the Marine Corps-IA Working Group on continued updates to the Marine Corps Interagency Integration Strategy.
4. Coordinate through the appropriate MARFOR or MCICOM before establishing liaison at state and/or federal agencies during Homeland Defense and/or Civil Support operations and training.

4. Administration & Logistics:

DC, PP&O is the office of primary responsibility for conducting required assessments, updating the document, and managing tasks assigned to departments and Supporting Establishment commands.

5. Command & Control:

DC, PP&O will promulgate all changes to the Annex V. DC, PP&O will make all documents associated with the Annex V available through classified and unclassified venues.

a. U.S. Chain of Authority: For operations conducted with the IA, whether in a supported or supporting role, it is imperative that coordination efforts are consistent and extend throughout the assigned operations areas. In a defense support of civil authority operation, for example, it is necessary that Marine commanders coordinate with their higher headquarters if assigned/attached to USNORTHCOM or USPACOM, or the appropriate Service Component (MARFORNORTH or MARFORPAC). MARFORPAC and MARFORNORTH are sourced with Emergency Preparedness Liaison Officers in order to coordinate and conduct emergency response planning at the regional level. COMMARFORPAC, COMMARFORNORTH, or MCICOM (as appropriate) concurrence is required prior to establishing liaison with the coordinating organizations (committees, councils and boards) that are responsible for Homeland Security operations. All commanders must make establishing and maintaining interagency coordination a priority in order to strengthen relationships, thereby reducing or eliminating gaps and seams within IA operations. For a detailed example of IA Coordination, see Annex V to CDRUSPACOM CONPLAN 5002-11.

b. Marine Corps Liaison Points for Non-Governmental and Intergovernmental Coordination

1. The U.S. Agency for International Development (USAID) is the primary coordinator and point of contact between the Marine Corps and OCONUS NGOs. USAID is the appropriate avenue at the interagency level for the Marine Corps to work with and counsel regarding in-country current and ongoing U.S. development assistance projects, as well as vetted NGOs (USAID's private volunteer organization registry is located at <http://pvo.usaid.gov/usaid/>).

2. United Nations Office for the Coordination of Humanitarian Affairs (OCHA) is the focal point for UN Civil-Military Coordination (UN-CMC) within the United Nations system. OCHA plans, mobilizes, and coordinates UN-CMC emergency response tools in support of Humanitarian Coordinators and Humanitarian Assistance Operations.
3. UN Cluster Approach: OCHA works closely with global humanitarian cluster lead agencies and NGOs to develop policies, coordinate inter-cluster issues, disseminate operational guidance and organize field support. At the field level, OCHA helps to ensure coordination between clusters at all phases of a humanitarian response, including needs assessments, planning, monitoring, and evaluation. The Humanitarian Clusters are (with lead UN agency following in parentheses):
 - o Logistics (World Food Program: WFP)
 - o Nutrition (UN Children's Fund: UNICEF)
 - o Emergency Shelter (UN High Commissioner for Refugees: UNHCR)
 - o Camp Management and Coordination (UNHCR)
 - o Health (WHO: World Health Organization)
 - o Protection (UNHCR)
 - o Food Security (Food and Agriculture Organization & WFP)
 - o Emergency Telecommunication (WFP)
 - o Early Recovery (UN Development Program)
 - o Education (UNICEF & Save the Children)
 - o Sanitation, Water & Hygiene (UNICEF)

c. Marine Corps-IA Integration Community-of-Practice

- o Marine Corps Combat Development Command (MCCDC) G3/G5
- o Center for Irregular Warfare Integration Division (CIWID)
- o Training and Education Command (TECOM) [Marine Corps University (MCU), Marine Corps War College (MCWAR), School of Advanced Warfare (SAW), Command & Staff College (CSC), Expeditionary Warfare School (EWS), Senior Enlisted Course(s), Center for Advanced Operational and Cultural Learning (CAOCL), Marine Corps Warfighting Lab (MCWL), Marine Corps Civil-Military Operations School (MCCMOS)]



- o TECOM G3, Interagency Training Coordinator and Joint Training Transformation
- o MAGTF Staff Training Program (MSTP)
- o Marine Corps Security Cooperation Group (MCSCG)
- o HQMC Intelligence Department
- o Marine Corps Forces Special Operations Command (MARSOC)
- o Strategic Initiatives Group (SIG)
- o Strategic Vision Group (SVG)
- o Center for Emerging Threats and Opportunities (CETO)
- o Plans, Policy and Operations (PP&O) [Current Operations, National Plans Branch, International Affairs Branch, Homeland Defense Branch & Law Enforcement Branch]
- o Ellis Group (Marine Corps planning cell for the post-OEF security environment)
- o Marine Corps Expeditionary Energy Office (E2O)
- o OPERATING FORCES
- o MARFORCOM
- o All Regional MARFORs
- o I MEF
- o II MEF
- o III MEF
- o MARFORRES



d. Regular Meetings & Contacts

Title	Purpose	Participants	Marine Corps Participants	Contact	Notes
Unified Peace & Stability Working Group and The Integration and Exercise Workshop	To deconflict joint exercise schedules, de-conflict DOD support for joint exercises and encourage IA sourcing for joint and service exercises.	USG IA (COCOMs and Services)	MARFORCOM, TECOM, PP&O	PP&O Joint Staff J7	Annual
Integrated Education and Training Working Group (IETWG)	Review education and training to improve institutional cooperation, and better prepare to work in complex operating environments.	15 USG IA NGOs International Organization Institutions NGOs International Organization Institutions	TECOM PP&O	Joint Staff J7	SES/GO level event. Marine Corps by OSD/JS
Exercise Support Group (ESG)	Identify themes, processes, priorities to help shape military exercises. Coordinate civilian participation in military exercises.	15 USG IA	TECOM PP&O	Joint Staff J7 DOT (reports to the IETWG)	
Civ-Mil Working Group	Discuss/resolve NGO-mil issues, including training and education.	OSD NGOs Joint Staff USIP	PP&O		Quarterly
DOD Interagency Coordination SVTC	Facilitate the involvement of the Interagency and Exercise initiatives.	DOD only (COCOMs and Services)	TECOM, PP&O	JointStaff J7	Quarterly

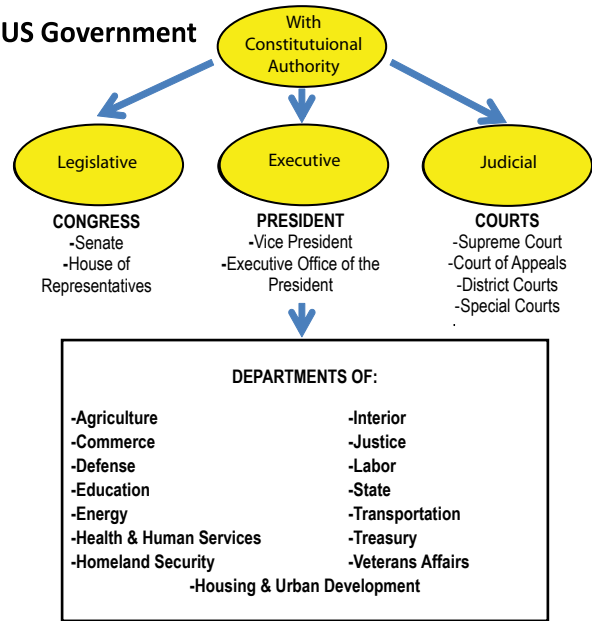
APPENDIX A: Definitions of Fellowships, Exchanges, Liaisons

Title	Purpose/Definition	Participants	Reporting Senior	Comparison
Fellow	Participate in projects of special interest to the host agency, DOD and the Marine Corps. As a catalyst, broaden mutual angagement opportunities, understanding and knowledge between host agency and the Marine Corps. Pursue ongoing research and analytical studies. Learn about the host organization in order to broaden understanding. Share developmental experiences with appropriate Marine Corps departments and commands.	1 year	Interagency Supervisor	Similar to a 1 year tour at a think tank or PME institution
Exchange Marine	Work as required by the host agency. Designed to enhance the breadth of each agency's viewpoints and develop a strong cadre of political-military experts to make substantive contributions to the mission of both agencies.	3 years	Interagency Supervisor	Similar to a joint tour
Liaison (LNO)	Liaises between two organizations to communicate and coordinate their activities. Serve as the primary Marine Corps organizational contact for a specific IA, providing face-to-face coordination. Liaison officers often provide Marine Corps subject matter expertise.	3 years	Marine Corps Organization	
Engagment Officer (EO)	Officer placed in an interagency department (as part of the Junior Officer Strategic Intelligence Program) to gain enhanced access and insight for HQMC-Intel while gaining broad experience in such areas as forecasting emerging geo-political trends, strategic interagency and intelliegence community issues and cutting-edge disruptive technology.	3 years	Headquarters Marine Corps Intelligence Department	1 year Masters degree in Strategic Intelligence followed by 2 years of rotational assignments in the interagency.

APPENDIX B: Summary of Executive, Legislative, and Judicial Branches

The USG Interagency – the Executive Branch (with links)

This appendix alphabetically identifies the major agencies and departments of the Executive Branch of the USG, and provides associated home/web pages links. The sites address missions, authorities, leadership, structure, functions, interests, strategic communication messages, capabilities, statistics, and more. It is important to have a general knowledge of the composition of the IA neighborhood. Make it a practice to review these sites before engaging or requesting interaction with other IA partners.



A good summary of Executive, Legislative, and Judicial Branch functions can be found at: <http://www.whitehouse.gov/our-government/executive-branch>

The White House (The President, Office of the Vice President, Executive Office of the President, the Cabinet, and the National Security Council. *“The power of the Executive Branch is vested in the President of the United States, who also acts as head of state and Commander-in-Chief of the armed forces. The President is responsible for implementing and enforcing the laws written by Congress and, to that end, appoints the heads of the federal agencies, including the Cabinet. The Vice President is also part of the Executive Branch, ready to assume the Presidency should the need arise. The Cabinet and independent federal agencies are responsible for the day-to-day enforcement and administration of federal laws.”* <http://www.whitehouse.gov/>

National Security Council (within the White House and directed by the Assistant to the President for National Security Affairs (APNSA) also called the National Security Advisor). *“The National Security Council (NSC) is the President’s principal forum for considering national security and foreign policy matters with his senior national security advisors and cabinet officials. Since its inception under President Truman, the Council’s function has been to advise and assist the President on national security and foreign policies. The Council also serves as the President’s principal arm for coordinating these policies among various government agencies.”* Homeland and international security policy matters are addressed by this forum. Further information on this structure can be found at <http://www.whitehouse.gov/administration/eop/ncs/>.

At the start of each new administration a directive (the titles of these directives vary) is issued by the President to define the administration's national security architecture and processes. Presidential Policy Directive 1, "Organization of the National Security Council System" is the directive for the Obama Administration at <http://www.fas.org/irp/offdocs/ppd/ppd-1.pdf>. **It is important for staff officers at combatant commands to understand that policy and crisis action decisions that affect the command are often elevated to and decided upon by the President through this system.**

Department of Agriculture. *"The U.S. Department of Agriculture (USDA) develops and executes policy on farming, agriculture, and food. Its aims include meeting the needs of farmers and ranchers, promoting agricultural trade and production, assuring food safety, protecting natural resources, fostering rural communities, and ending hunger in America and abroad."* <http://www.usda.gov/wps/portal/usda/usdahome>

Department of Commerce. *"The Department of Commerce is the government agency tasked with improving living standards for all Americans by promoting economic development and technological innovation."* This economic charter is both domestic and international. <http://www.commerce.gov/>

Department of Defense. *"The mission of the Department of Defense (DOD) is to provide the military forces needed to deter war and to protect the security of our country. The department's headquarters is at the Pentagon."* See Title 10 U.S.C., DODD 5100.01, and JP 1 for greater fidelity concerning the DOD community. <http://www.defense.gov/>

1. **Defense Intelligence Agency (DIA)** is a Department of Defense combat support agency and an important member of the United States Intelligence Community. DIA is a major producer and manager of foreign military intelligence in support of U.S. military planning and operations, and weapon systems acquisition. <http://www.dia.mil/>
2. **Defense Threat Reduction Agency (DTRA)** is the DOD's official combat support agency for countering weapons of mass destruction. <http://www.dtra.mil/Home.aspx>
3. **National Geospatial-Intelligence Agency (NGA)** is a DOD combat support agency and a member of the U.S. Intelligence Community that serves as the nation's primary source of geospatial intelligence, or GEOINT. <https://www1.nga.mil/Pages/default.aspx>
4. **National Security Agency/Central Security Service (NSA/CSS)** leads the USG in cryptology that encompasses both Signals Intelligence (SIGINT) and Information Assurance products and services, and enables Computer Network Operations in order to gain a decision advantage for the Nation and our allies under all circumstances. <http://www.nsa.gov/>



Department of Education. *“The mission of the Department of Education is to promote student achievement and preparation for competition in a global economy by fostering educational excellence and ensuring equal access to educational opportunity.”* <http://www.ed.gov/>

Department of Energy. *“The mission of the Department of Energy (DOE) is to advance the national, economic, and energy security of the United States. The DOE promotes America’s energy security by encouraging the development of reliable, clean, and affordable energy. It administers federal funding for scientific research to further the goal of discovery and innovation — ensuring American economic competitiveness and improving the quality of life for Americans. The DOE is also tasked with ensuring America’s nuclear security, and with protecting the environment by providing a responsible resolution to the legacy of nuclear weapons production.”* <http://energy.gov/>

Department of Health and Human Services. *“The Department of Health and Human Services (HHS) is the United States government’s principal agency for protecting the health of all Americans and providing essential human services, especially for those who are least able to help themselves. Agencies of HHS conduct health and social science research, work to prevent disease outbreaks, assure food and drug safety, and provide health insurance.”* <http://www.hhs.gov/>

Department of Homeland Security. *“The missions of the Department of Homeland Security are to prevent and disrupt terrorist attacks; protect the American people, our critical infrastructure, and key resources; and respond to and recover from incidents that do occur. The third largest Cabinet department, DHS was established by the Homeland Security Act of 2002, largely in response to the terrorist attacks on September 11, 2001. The new department consolidated 22 executive branch agencies.”* Through its various subordinate agencies and representatives, DHS maintains a robust international presence. The security of the homeland is directly related to the international, U.S. Mission, and combatant command communities and activities. <http://www.dhs.gov/index.shtm>



Among the 22 organizations that compose DHS, the following are frequently represented and/or engaged with combatant commands:

- **Customs and Border Protection (CBP).** <http://cbp.gov/>
- **Federal Emergency Management Agency (FEMA).** <http://www.fema.gov/>
- **Immigration and Customs Enforcement (ICE).** <http://www.ice.gov/>
- **Transportation Security Administration (TSA).** <http://www.tsa.gov/>
- **U.S. Coast Guard (USCG).** Note: The legal basis for the Coast Guard is Title 14 of the United States Code, which states: *The Coast Guard as established January 28, 1915, shall be a military service and a branch of the armed forces of the United States at all times.* Upon the declaration of war or when the President directs, the Coast Guard operates under the authority of the Department of the Navy. Day to day, the USCG is under the direct authority of the Secretary of Homeland Security. <http://uscg.mil/>
- **U.S. Secret Service (USSS).** <http://www.secretservice.gov/>

Department of Housing and Urban Development. *“The Department of Housing and Urban Development (HUD) is the federal agency responsible for national policies and programs that address America’s housing needs, that improve and develop the nation’s communities, and that enforce fair housing laws. The Department plays a major role in supporting homeownership for lower- and moderate-income families through its mortgage insurance and rent subsidy programs.”* <http://portal.hud.gov/portal/page/portal/portal/HUD>

Department of the Interior. *“The Department of the Interior (DOI) is the nation’s principal conservation agency. Its mission is to protect America’s natural resources, offer recreation opportunities, conduct scientific research, conserve and protect fish and wildlife, and honor our trust responsibilities to American Indians, Alaskan Natives, and our responsibilities to island communities.”* <http://www.doi.gov/index.cfm>

Department of Justice. *“The mission of the Department of Justice (DOJ) is to enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans. The DOJ is comprised of 40 component organizations, including the Drug Enforcement Administration, the Federal Bureau of Investigation, the U.S. Marshals, and the Federal Bureau of Prisons. The Attorney General is the head of the DOJ and chief law enforcement officer of the federal government. The Attorney General represents the United States in legal matters, advises the President and the heads of the executive departments of the government, and occasionally appears in person before the Supreme Court.”* <http://www.justice.gov/>



Among the many diverse organizations that compose DOJ, the following are frequently represented at or engaged with combatant commands:

- **Drug Enforcement Administration (DEA).** <http://www.justice.gov/dea/contactinfo.htm>
- **Federal Bureau of Investigation (FBI).** <http://www.fbi.gov/contact-us/contact-us>

Department of Labor. *“The Department of Labor oversees federal programs for ensuring a strong American workforce. These programs address job training, safe working conditions, minimum hourly wage and overtime pay, employment discrimination, and unemployment insurance.”* <http://www.dol.gov/>

Department of State. *“The Department of State plays the lead role in developing and implementing the President’s foreign policy. Major responsibilities include United States representation abroad, foreign assistance, foreign military training programs, countering international crime, and a wide assortment of services to U.S. citizens and foreign nationals seeking entrance to the U.S. The U.S. maintains diplomatic relations with approximately 180 countries — each posted by civilian U.S. Foreign Service employees — as well as with international organizations. At home, more than 5,000 civil employees carry out the mission of the Department.”* <http://www.state.gov/>

Other valuable State links are provided below:

- **Bureau of Political-Military Affairs.** *“The Bureau of Political-Military Affairs (PM) is the Department of State’s principal link to the Department of Defense. The PM Bureau provides policy direction in the areas of international security, security assistance, military operations, defense strategy and plans, and defense trade.”* <http://www.state.gov/t/pm/>
- **Bureau of Conflict Stabilization Operations.** *“CSO advances U.S. national security by driving integrated efforts to prevent, respond to, and stabilize crises in priority states, setting conditions for long-term peace. The bureau emphasizes solutions guided by local dynamics and actors. CSO promotes unity of effort, strategic use of scarce resources, and burden-sharing with international partners. CSO will shape the State Department’s ability to be anticipatory and adaptive in meeting the security challenges of the 21st century.”* <http://www.state.gov/j/cso/>
- **State’s Regional and Geographic Bureau.** *Information such as that pertaining to the Bureau of European and Eurasian Affairs (EUR) and the Bureau of Near Eastern Affairs (NEA) can be easily accessed at* <http://www.state.gov/p/>
- **State’s “A to Z List of Countries and Other Areas.”** *This list provides a simple way to look up each country within the AOR, gather background data, identify the serving ambassador, and obtain information concerning the Mission, Embassy, and/or Country Team.* <http://www.state.gov/misc/list/index.htm>
- **Bureau of Intelligence and Research (INR).** *“INR’s primary mission is to harness intelligence to serve U.S. diplomacy. Drawing on all-source intelligence, INR provides value-added independent analysis of events to Department policymakers; ensures that intelligence activities support foreign policy and national security purposes; and serves as the focal point in the Department for ensuring policy review of sensitive counterintelligence and law enforcement activities. The bureau also analyzes geographical and international boundary issues. INR is a member of the U.S. intelligence community.”* <http://www.state.gov/s/inr/>
 - o INR’s Humanitarian Information Unit is another useful source of information concerning countries in the AOR. *“The mission of the Humanitarian Information Unit (HIU) is to serve as a U.S. Government IA center to identify, collect, analyze, and disseminate all-source information critical to U.S. Government decision-makers and partners in preparation for and response to humanitarian emergencies worldwide, and to promote innovative technologies and best practices for humanitarian information management.”* <http://www.state.gov/s/inr/hIU/>

US Agency for International Development – USAID (also under the Secretary of State but separate from the Department of State). USAID is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State. The agency supports long-term and equitable economic growth, and advances U.S. foreign policy objectives by supporting economic growth, agriculture, trade, global health, democracy, conflict prevention, and humanitarian assistance. USAID provides assistance in five regions of the world: Sub-Saharan Africa; Asia; Latin America and the Caribbean, Europe and Eurasia; and The Middle East. <http://www.usaid.gov/>





Other USAID sites of relevance to combatant command collaborative planning and operations include:

- **USAID Primer: *What We Do and How We Do It*.** *“The purpose of this primer is to explain the internal doctrines, strategies, operational procedures, structure, and program mechanisms of the U.S. Agency for International Development (USAID). The primer has been prepared primarily for employees of other federal agencies such as the departments of State and Defense, partner organizations, congressional staff, and new USAID employees.”* http://www.usaid.gov/about_usaid/primer.html
- **Office of Civilian Military Cooperation.** *As with State’s Bureau of Political-Military Affairs (PM), this office as well as local State representation in EUCOM offers a valuable entry point into USAID headquarters in Washington. “The Office of Civilian Military Cooperation within the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA) provides the focal point for USAID interaction with U.S. and foreign militaries and formalizes relationships with the same through coordinated planning, training, education, and exercises and develop guidelines and standard operating procedures consistent with each organization’s mandate. As a newly-created office, DCHA/OMA staff are devoting considerable efforts to establishing the necessary administrative and systematic infrastructure.”* http://www.usaid.gov/policy/budget/cbj2007/cent_progs/central_dcha_oma.html
- **Office of U.S. Foreign Disaster Assistance (OFDA).** *This office provides USAID expertise to planners and operators with respect to military assistance in the planning and execution of foreign disaster assistance within the AOR. Training opportunities such as the “Joint Humanitarian Operations Course (JHOC) may also be requested. OFDA is the office within USAID responsible for facilitating and coordinating U.S. Government emergency assistance overseas. As part of USAID’s Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), OFDA provides humanitarian assistance to save lives, alleviate human suffering, and reduce the social and economic impact of humanitarian emergencies worldwide.”* http://www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/
- **Office of Transition Initiatives (OTI).** *OTI lays the foundations for long-term development by promoting reconciliation, jump-starting economies, and helping stable democracy take hold. OTI specifically encourages a culture of swift response among its staff and partners. OTI is funded by a separate Transition Initiatives budget account with special authorities that allow immediate spending where it is most needed. Some specific OTI project areas with particular relevance to the Marine Corps include: supporting community development programs that encourage political participation of traditionally underrepresented groups; funding reintegration of ex-combatants into their communities; assisting local efforts to fight corruption and promote transparent governance; and encouraging measures to bring the military under civilian control.* http://www.usaid.gov/our_work/cross-cutting_programs/transition_initiatives/

•**Office of Conflict Management and Mitigation (CMM).** CMM works to assist USAID to prevent, mitigate, and manage the causes and consequences of violent conflict and fragility. CMM performs the following duties: leads USAID's efforts to identify and analyze sources of conflict and fragility; supports early responses to address the causes and consequences of instability and violent conflict; and seeks to integrate conflict mitigation and management into USAID's analysis, strategies and programs. CMM primary activities with particular relevance to the Marine Corps include: creating detailed conflict assessments that map destabilizing patterns and trends in a specific developing country; providing direct support for conflict management programs; supporting the development of an early warning system that can help focus USAID and USG attention and resources on countries that are at greatest risk for violence. http://www.usaid.gov/our_work/cross-cutting_programs/conflict/

Department of Transportation. *"The mission of the Department of Transportation (DOT) is to ensure a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people. Organizations within the DOT include the Federal Highway Administration, the Federal Aviation Administration, the National Highway Traffic Safety Administration, the Federal Transit Administration, the Federal Railroad Administration and the Maritime Administration."* <http://www.dot.gov/>

Department of Treasury. *"The Department of the Treasury is responsible for promoting economic prosperity and ensuring the soundness and security of the U.S. and international financial systems. The Department operates and maintains systems that are critical to the nation's financial infrastructure, such as the production of coin and currency, the disbursement of payments to the American public, the collection of taxes, and the borrowing of funds necessary to run the federal government. The Department works with other federal agencies, foreign governments, and international financial institutions to encourage global economic growth, raise standards of living, and, to the extent possible, predict and prevent economic and financial crises. The Treasury Department also performs a critical and far-reaching role in enhancing national security by improving the safeguards of our financial systems, implementing economic sanctions against foreign threats to the U.S., and identifying and targeting the financial support networks of national security threats."* <http://www.treasury.gov/press-center/news/Pages/111211-apec.aspx>

Department of Veterans Affairs (VA). *"The Department of Veterans Affairs is responsible for administering benefit programs for veterans, their families, and their survivors. These benefits include pension, education, disability compensation, home loans, life insurance, vocational rehabilitation, survivor support, medical care, and burial benefits. Veterans Affairs became a cabinet-level department in 1989."* <http://www.va.gov/>





Office of the Director of National Intelligence (ODNI). *“The Director of National Intelligence (DNI) serves as the head of the Intelligence Community (IC), overseeing and directing the implementation of the National Intelligence Program and acting as the principal advisor to the President, the National Security Council, and the Homeland Security Council for intelligence matters related to the national security. Working together with the Principal Deputy DNI (PDDNI) and with the assistance of Mission Managers and four Deputy Directors, the Office of the DNI’s goal is to effectively integrate foreign, military and domestic intelligence in defense of the homeland and of United States interests abroad.”* <http://www.dni.gov/>

Central Intelligence Agency (CIA). *“The Director of the Central Intelligence Agency serves as the head of the Central Intelligence Agency and reports to the Director of National Intelligence.”* <https://www.cia.gov/>

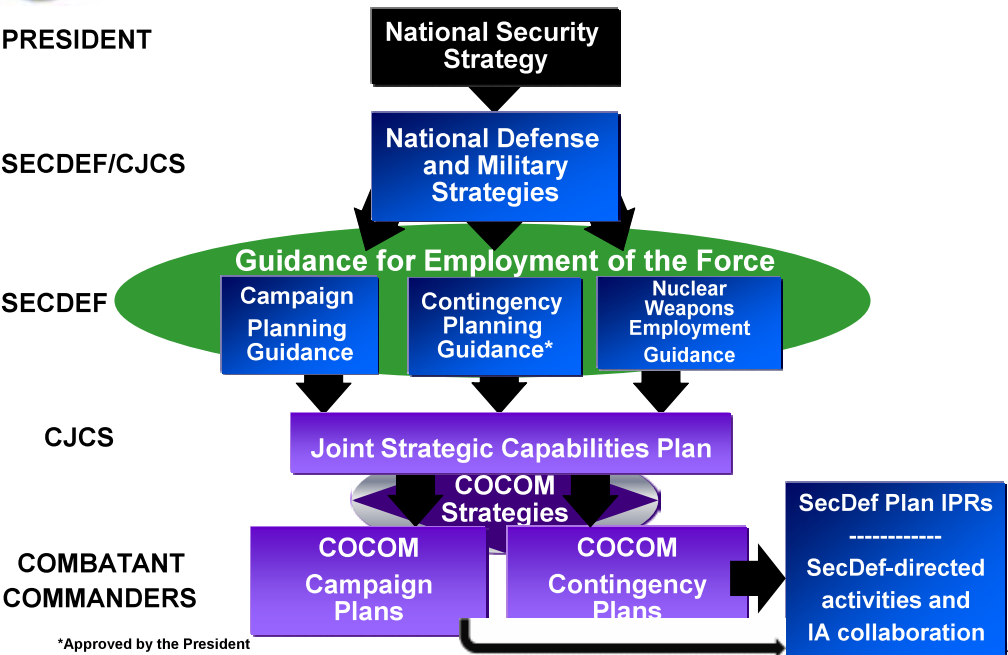
The CIA director’s responsibilities include:

- *“Collecting intelligence through human sources and by other appropriate means, except that he shall have no police, subpoena, or law enforcement powers or internal security functions;*
- *Correlating and evaluating intelligence related to the national security and providing appropriate dissemination of such intelligence;*
- *Providing overall direction for and coordination of the collection of national intelligence outside the United States through human sources by elements of the Intelligence Community authorized to undertake such collection and, in coordination with other departments, agencies, or elements of the United States Government which are authorized to undertake such collection, ensuring that the most effective use is made of resources and that appropriate account is taken of the risks to the United States and those involved in such collection; and*
- *Performing such other functions and duties related to intelligence affecting the national security as the President or the Director of National Intelligence may direct.”*

APPENDIX C: Doctrine and Publication Resources



Strategy → Guidance → Plans



DOD and CJCS Publications

- DODD 5100.01, *Functions of the Department of Defense and Its Major Components* addresses the organization and functions of the DOD and its major components. <http://www.dtic.mil/whs/directives/corres/pdf/510001p.pdf>
- DODD 5105.75, *Department of Defense Operations at U.S. Embassies* provides policy and assigns responsibilities for the operation of DOD elements at U.S. embassies pursuant to Title 10 and Title 22 USC. <http://www.dtic.mil/whs/directives/corres/pdf/510575p.pdf>
- CJCSI 3141, *Management and Review of Joint Strategic Capabilities Plan (JSCP) Tasked Plans* is a CJCS instruction which establishes responsibilities and procedures for the management and review of JSCP tasked plans submitted to the CJCS. Details include the Adaptive Planning and Execution (APEX) system, **IA review process and Promote Cooperation fundamentals and protocols**. While unclassified, this CJCSI is accessed on the SIPR net.

Joint Doctrinal Publications

- Note that the joint doctrinal publications are available on the NIPR in the "Joint Electronic Library." http://www.dtic.mil/doctrine/new_pubs/jointpub_operations.htm
- Joint Pub 1, *Doctrine for the Armed Forces of the United States* is the capstone publication for all that follow. Provides strategic fundamentals and principles, lays out the organization of the DOD, and identifies command authorities and relationships. http://www.dtic.mil/doctrine/new_pubs/jp1.pdf
- Joint Pub 1-02, *Department of Defense Dictionary of Military and Associated Terms* is a dictionary which presents the currently accepted joint terms, abbreviations, and acronyms. When in doubt consult it. http://www.dtic.mil/doctrine/new_pubs/jp1_02.pdf
- Joint Pub 3-22, *Foreign Internal Defense* addresses how joint operations, involving the instruments of national power, support host nation efforts to build capability and capacity to free and protect its society from subversion, lawlessness, and insurgency. http://www.dtic.mil/doctrine/new_pubs/jp3_22.pdf

- Joint Pub 3-08, *Interorganizational Coordination During Joint Operations* addresses coordination of military operations with USG agencies, state, local, and tribal governments, intergovernmental organizations, nongovernmental organizations, and the private sector (unified action partner and entities). http://www.dtic.mil/doctrine/new_pubs/jp3_08.pdf
- Joint Pub 5-0, *Joint Operation Planning* addresses the core of joint operation planning throughout the range of military operations. http://www.dtic.mil/doctrine/new_pubs/jointpub_planning.htm

Other Government Publications

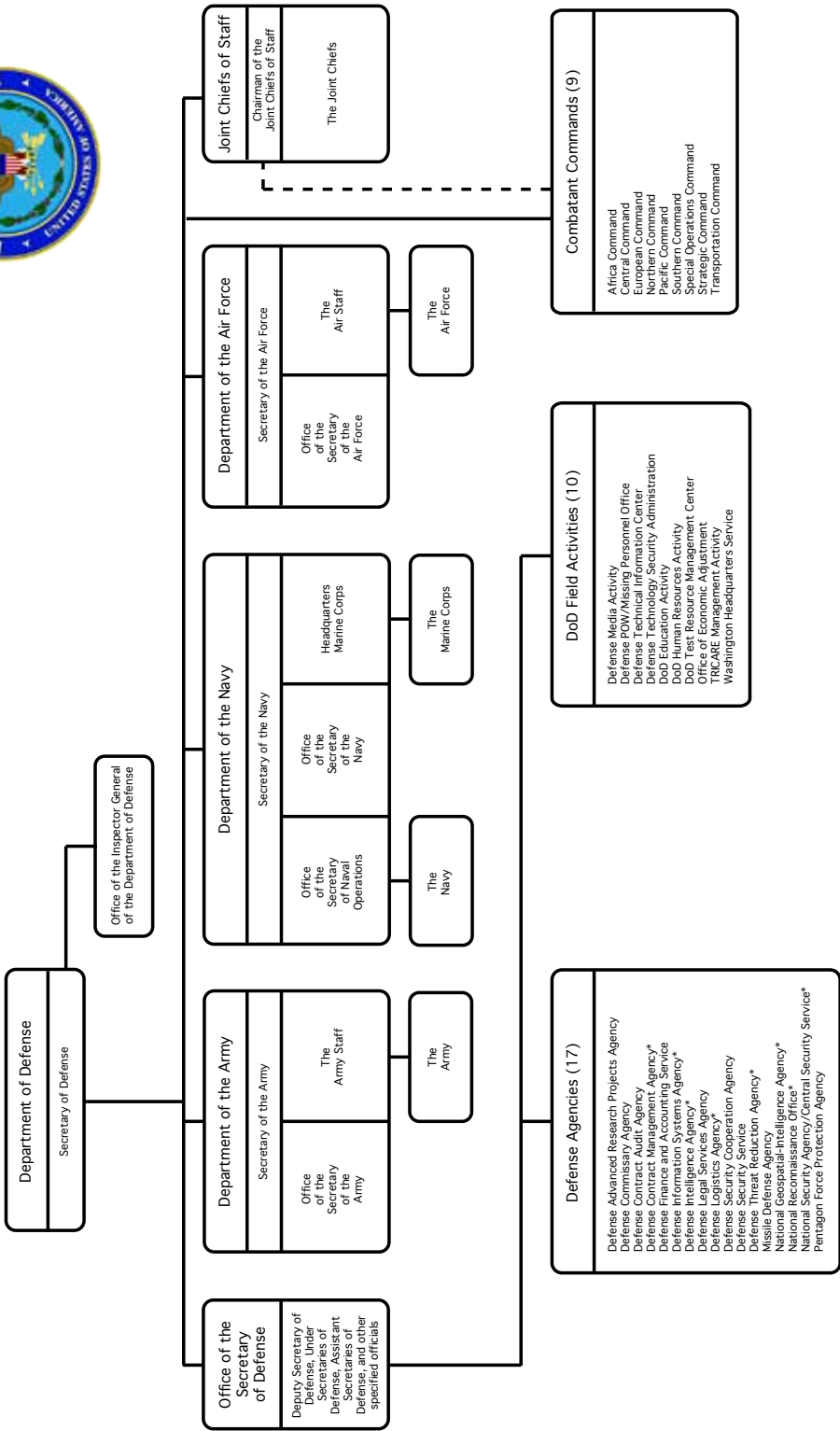
- *3D Planning Guide: Diplomacy, Development, Defense* is produced by State, DOD, and USAID 3D Planning Group (3DPG). This guide helps bridge the gaps between the three planning communities. It presents the distinct kinds of planning purposes, approaches, and processes currently in use, and describes the next steps in 3D planning. Drafts are updated periodically based upon the 3DPG interaction and findings. It is an unclassified document that is resident on the SIPR.
- *Quadrennial Diplomacy and Development Review (QDDR)* is a joint product of State and USAID. At its core, the QDDR provides a blueprint for elevating American “civilian power” (State and USAID) to better advance our national interests. It is a published document, available at: www.state.gov/s/dmr/qddr/index.htm.
- *Civilian-Military Operations Guide* is published by USAID’s Office of Military Affairs (now USAID’s Office of Civilian Military Cooperation). It is designed to bring civilian and military communities closer together in planning and programming together with the aim of producing better and more effective results. http://pdf.usaid.gov/pdf_docs/PNADS180.pdf
- *Interagency Conflict Assessment Framework (ICAF)* is the USG methodology to develop a commonly held understanding, across relevant USG Departments and Agencies of the dynamics driving and mitigating violent conflict within a country, that informs U.S. policy and planning decisions. <http://www.state.gov/documents/organization/187786.pdf>

Other Publications

- *Guide for Participants in Peace, Stability, and Relief Operations* is produced by the United States Institute of Peace (USIP). This guide provides a framework and scenarios for operations; describes institutions that respond to crisis; and profiles government agencies and humanitarian organizations. It intends to help those in the field to quickly understand their environment, counterparts, and challenges. Available for purchase from USIP bookstore or public sites such as Amazon: <http://bookstore.usip.org/books/BookDetail.aspx?productID=146833>.
- *Guiding Principles for Stabilization and Reconstruction* is produced by the United States Institute of Peace and the U.S. Army Peacekeeping and Stability Operations Institute. *Guiding Principles* presents the first-ever, comprehensive set of shared principles for building sustainable peace in societies emerging from violent conflict. The manual serves as a tool for USG civilian planners and practitioners engaged in stabilization and reconstruction (S&R) missions, and is a valuable resource for international actors and nongovernmental organizations. *Guiding Principles* provides: an overarching strategic framework for S&R missions based on a construct of End States, Conditions and Approaches; and a comprehensive set of shared principles and processes, distilled from the wealth of lessons that have emerged from past S&R missions. Available for purchase from USIP bookstore or public sites such as Amazon, or download pdf at: <http://www.usip.org/publications/guiding-principles-stabilization-and-reconstruction>.



Department of Defense



* Identified as a Combat Support Agency (CSA)

FIGURE 2: Department of State Organizational Chart

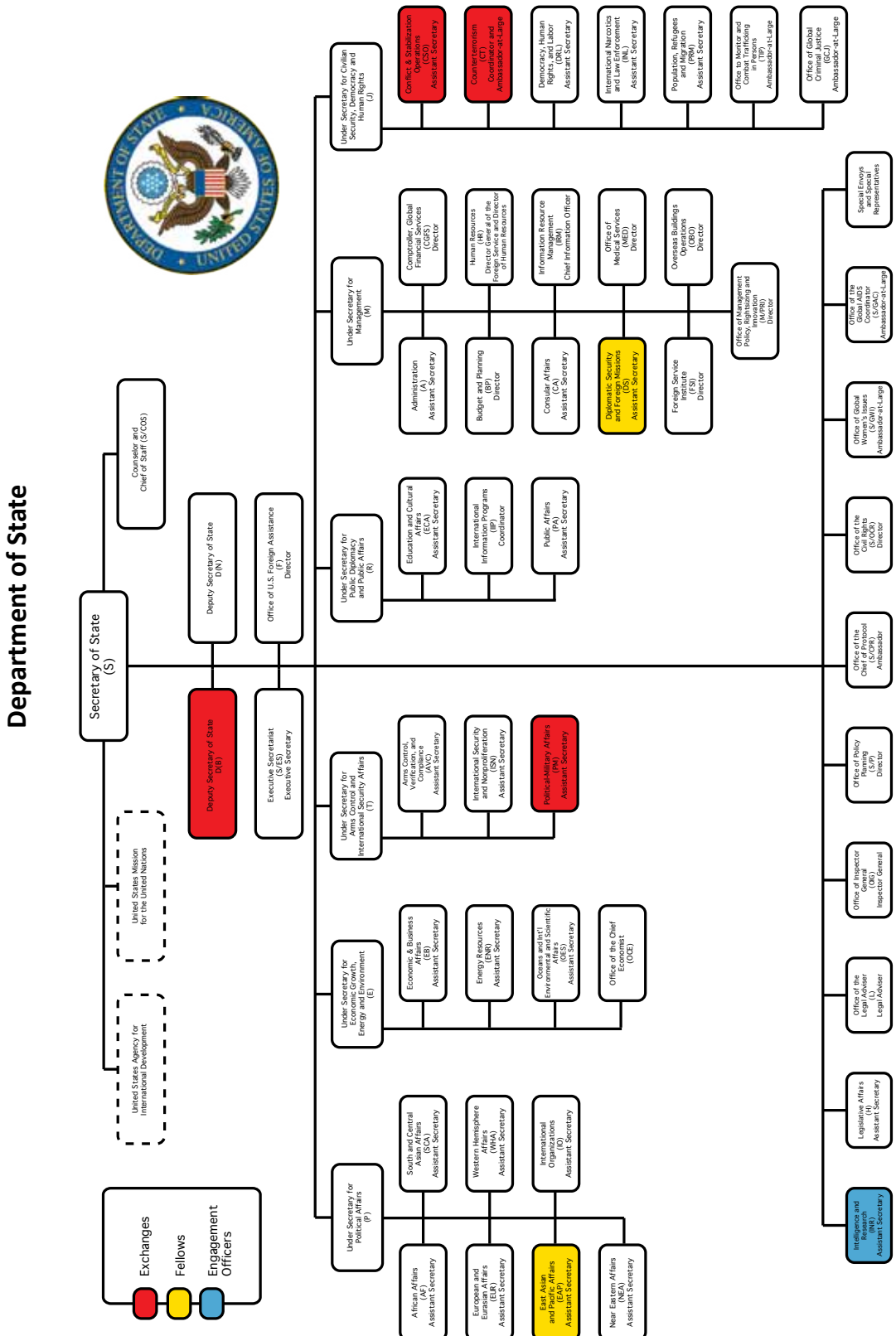
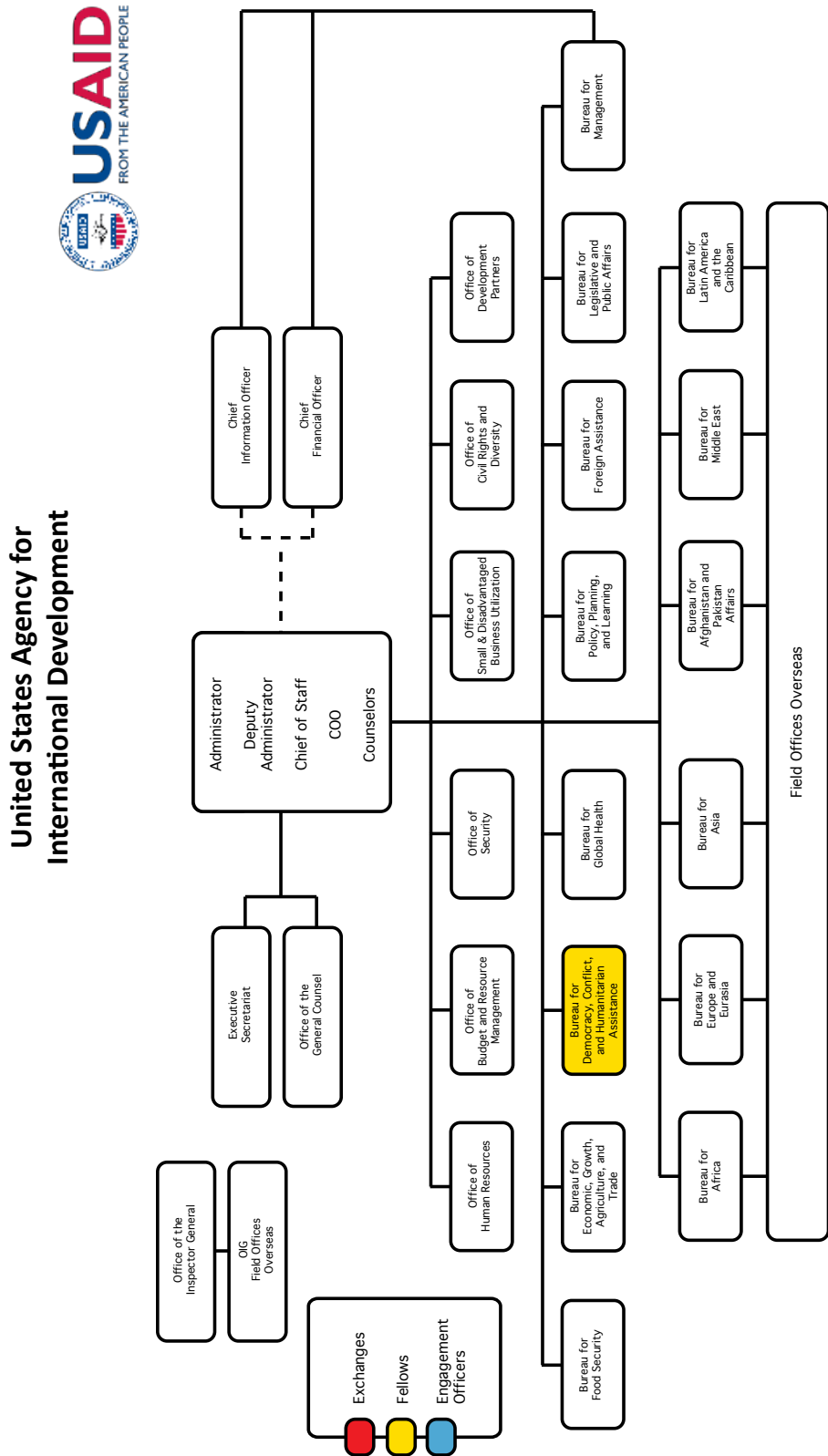
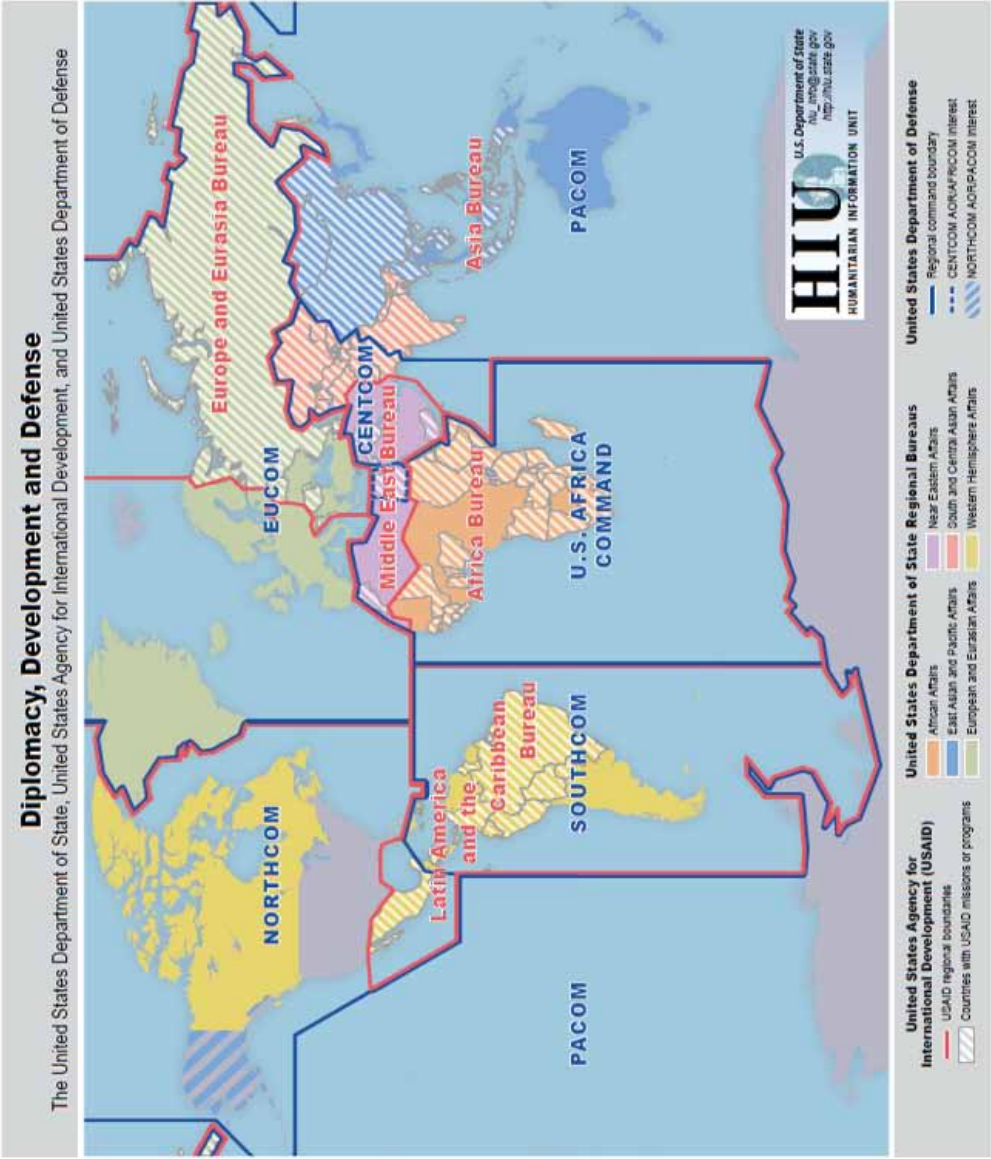


FIGURE 3: United States Agency for International Development Organizational Chart



Areas of Responsibility

FIGURE 4: United States Department of State, United States Agency for International Development and United States Department of Defense
AREAS OF RESPONSIBILITY



Department of Homeland Security

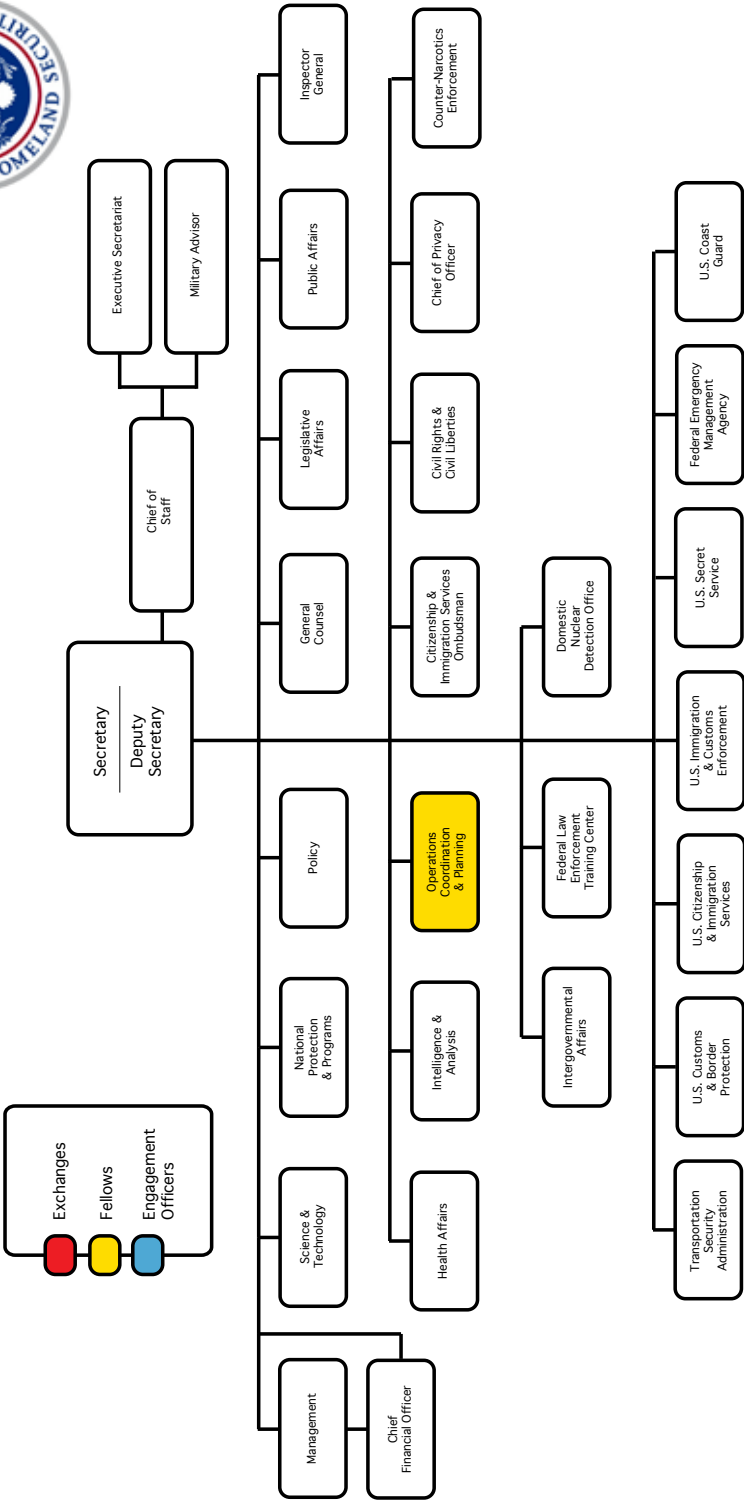


FIGURE 6: Department of Justice Organizational Chart

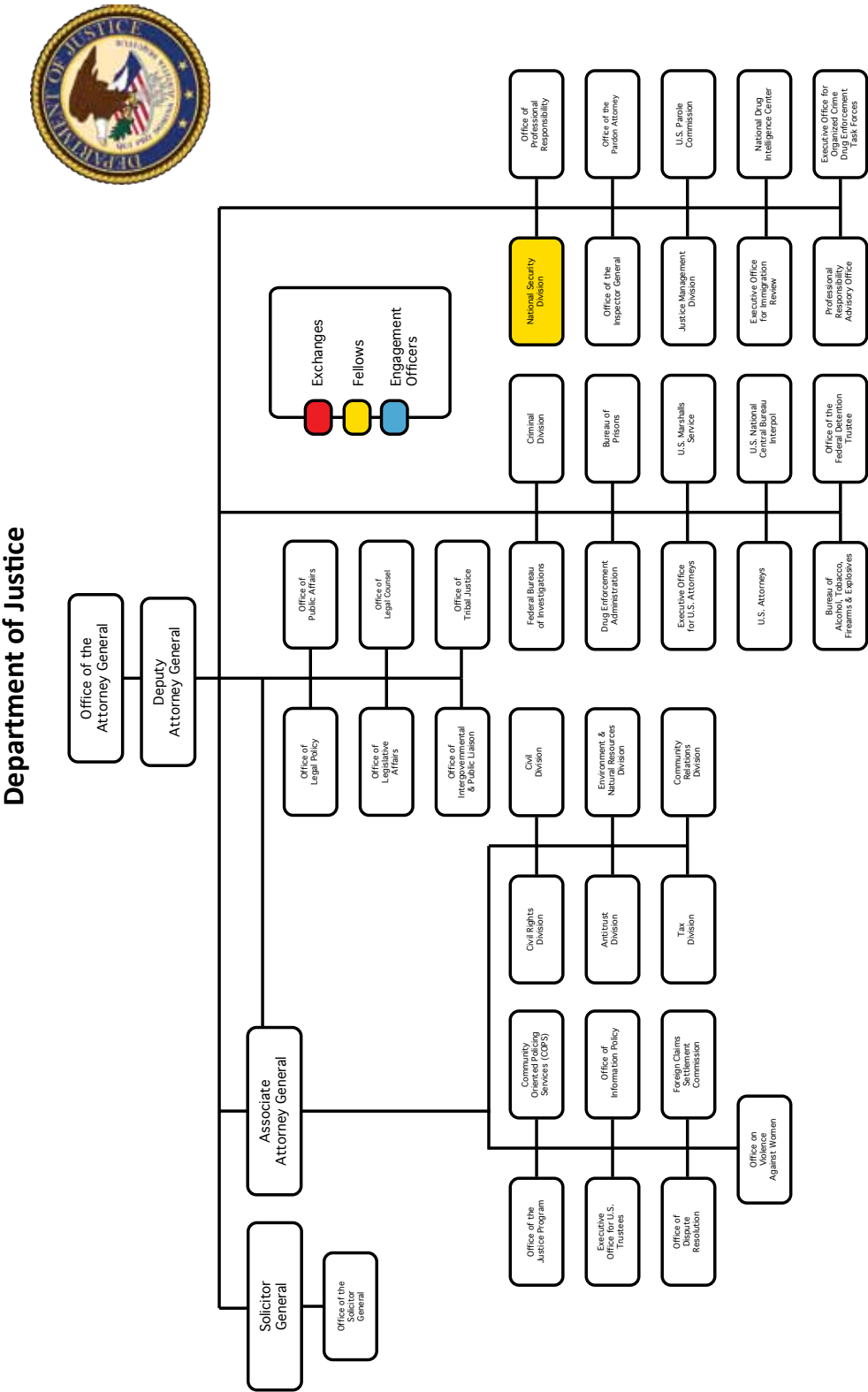


FIGURE 7: Current location of Marines within the Interagency (FY12)

Billet Rank	Department	Agency/Office	Type	Marine Corps Billet Sponsor	Notes
Colonel	State	DepSec Policy	Exchange	PP8O	Senior Marine
Colonel	State	UnderSec Public Diplomacy & Public Affairs	Other	PP8O	
LtCol/Maj	State	Pol-Mil Policy	Exchange	PP8O	
LtCol/Maj	State	Conflict & Stabilization	Exchange	PP8O	
LtCol/Maj	State	Counterterrorism	Exchange	PP8O	
LtCol	State	East Asian and Pacific Affairs	Fellow	MCU	
Capt	State	Intelligence and Research	Engagement Officer (EO)	DIRINT	JOSIP Program
LtCol	State	Diplomatic Security	Fellow	MCU	
LtCol	USAID	Office of Civilian Military Cooperation	Fellow	MCU	
LtCol	DOJ	HQ- National Security Division	Fellow	MCU	Judge Advocate
LtCol	DHS	Operations Coordinating & Planning	Fellow	MCU	
LtCol	ODNI		Fellow	MCU	
Various	CIA		LNO		
LtCol	Department of Transportation	Federal Aviation Administration	Other	DC, Aviation	1 billet
SSgt	DOJ	Drug Enforcement Agency	Other	DIRINT	1 intelligence billet
Col	NASA	Astronaut	Other	DC, Aviation	
Various	ODNI	Various	Other	DIRINT	6 billets
Maj	NGA		Other	DIRINT	5 bilets (2 filled)
Capt	Treasury	Office of Intelligence and Analysis	EO	DIRINT	JOSIP Program
Capt-LtCol	White House	Various	Other	None	9 billets (5 filled)
Maj	National Reconnaissance Office		LNO	PP8O	

*Note: This depicts a snapshot of assignments and is not an authoritative list.

In addition to the billets listed above, Marines work within the U.S. Interagency through Joint Staff and OSD billets; often these Marines serve on a one-time basis by name request. Moreover, HQMC, DIRINT interfaces with national agencies at the following locations:

National Security Agency (NSA): Marine Corps Cryptologic Office (MCO) - The MCO serves as the liaison for DIRINT to NSA on policy and Service issues related to Signals Intelligence (SIGINT).

Marine Cryptologic Support Battalion (MCSB): Serves as the Service Cryptologic Component to NSA; assigned Marines are under the Operational Control of Director, NSA in support of the national SIGINT mission.

National Geospatial-Intelligence Agency (NGA): Marine Corps Geospatial Intelligence (GEOINT) Office (MGO) The MGO serves as DIRINT's liaison to Director, NGA on policy and Service issues related to GEOINT.

Marine Corps National GEOINT Support Team (NST): NGA's liaison to the Marine Corps; provides synchronized support to USMC for GEOINT and related activities. Individual Marine officers are assigned to individual sections based on unit manning document.

Defense Intelligence Agency (DIA): The Marine Corps currently has no formal liaison officer assigned. Individual Marine officers and enlisted are assigned to individual sections based on unit manning document. The senior Marine assigned to DIA, however, does perform liaison-like functions when called upon to advocate a particular Service position on behalf of the DIRINT or a DIA position to the DIRINT. Marines are assigned to the Defense Attaché System (DAS), administered by the Director, DIA, and represent their Services as well as the DOD and DAS. Additionally, the Director DIA is the General Defense Intelligence Program Manager (GDIP) and functional manager for general military intelligence and Counterintelligence/ Human Intelligence (CI/HUMINT), necessitating DIRINT's participation at a number of forums connected to GDIP and national-level Military Intelligence resources, and Department-level CI/HUMINT to include the Defense HUMINT Enterprise.

Office of the Director of National Intelligence (ODNI): The Marine Corps has no formal liaison officer assigned. Individual Marine officers are assigned to individuals offices based on unit manning document, but these Marines do perform liaison-like functions when called upon to advocate a particular Service position on behalf of the DIRINT or a DNI position to the DIRINT.

Central Intelligence Agency (CIA): Marines sponsored by the DIRINT (to Office of Military Affairs) and PP&O are assigned to the CIA.



FIGURE 8: Current Marine Attaches and their Locations

Billet Rank	Embassy Location	Billet	Notes
LtCol	Ghana	Attaché	Senior Defense Official (SDO)
Maj	Kenya	Attaché	
Maj	Liberia	Attaché	
LtCol	Senegal	Attaché	
LtCol	Iraq	Attaché	
Maj	Jordan	Attaché	
LtCol	Oman	Attaché	
LtCol	Pakistan	Attaché	
LtCol	Azerbaijan	Attaché	
LtCol	France	Attaché	
LtCol	Georgia	Attaché	
Maj	Israel	Attaché	
LtCol	Italy	Attaché	
LtCol	Latvia	Attaché	SDO
LtCol	Russia	Attaché	
Maj	Spain	Attaché	
Maj	Turkey	Attaché	
LtCol	United Kingdom	Attaché	
Maj	Ukraine	Attaché	
Maj	Mexico	Attaché	
Maj	Australia	Attaché	
LtCol	China	Attaché	
Maj	China	Attaché	
Maj	Indonesia	Attaché	
LtCol	Japan	Attaché	
Maj	Philippines	Attaché	
LtCol	Singapore	Attaché	
LtCol	Taiwan	Attaché	
Maj	Vietnam	Attaché	
Maj	Bolivia	Attaché	
Maj	Brazil	Attaché	
Maj	Colombia	Attaché	
LtCol	Dominican Republic	Attaché	SDO
Maj	Nicaragua	Attaché	
Col	Paraguay	Attaché	SDO

FIGURE 9: Current Marine Security Cooperation Officers (SCOs)

Rank	Embassy Location	Billet	Notes
Maj	Bahrain	Security Cooperation Officer	
Maj	Iraq	Security Cooperation Officer	Located in Saudi Arabia
LtCol	United Arab Emirates	Security Cooperation Officer	
Maj	Greece	Security Cooperation Officer	
LtCol	Norway	Security Cooperation Officer	
LtCol	Spain	Security Cooperation Officer	
LtCol	United Kingdom	Security Cooperation Officer	
LtCol	Philippines	Security Cooperation Officer	
LtCol	Thailand	Security Cooperation Officer	
LtCol	Colombia	Security Cooperation Officer	
Capt	Ecuador	Security Cooperation Officer	
Capt	Peru	Security Cooperation Officer	

FIGURE 10: Current Location of Interagency personnel located within USMC

USG Agency	Marine Corps organization assigned	Billet	Notes
State	CMC	POLAD	Not Filled
State	MARFORPAC	POLAD	
State	MARFOREUR/AF	POLAD	
State	USMARCENT	POLAD	
State	USMARCENT Forward	POLAD	
State	Marine Corps University	State Chair	Faculty
DIA	Marine Corps University	DIA Chair	Faculty
DHS	Marine Corps University	DHS Chair	Faculty (pending MOU)
DOJ	Marine Corps University	FBI Chair	Faculty
CIA	Marine Corps University	CIA Chair	Faculty
Various*	Marine Corps University	Students at various colleges	
State	Marine Corps Security Guard School	State Instructors	(3 billets)
State	Marine Corps Embassy Security Group	Diplomatic Security Service Agent	

* MCU IA students came from State (2), DIA, DOJ (3), CIA (2), DHS, Nat Geo Intel activity (1) in AY 2011-2012

FIGURE 11: Current Location of Interagency Civilian/Contractors/Specialists

Marine Corps organization assigned	Billet	Notes/job description
MCCDC, MSTP	Interagency/Civil Affairs Analyst (3 billets)	Provide civil affairs, civil-military operations (CMO) and IA expertise in training MAGTF staffs. Work with IA representatives to develop exercise products ensuring commander’s training objectives are met. Observe staff actions during the exercise and provide after action input. Review related doctrine and recommend changes. Provide CMO and IA input into MSTP Pamphlets
MCCDC, TECOM	Interagency Coordinator	Responsible for the coordination of Marine Corps-IA training requirements with other USG departments.
MCCDC, CDD, CIWID	Interagency Analyst	Responsible for Marine Corps-IA interoperability capability development for irregular warfare activities; stability operations, counterinsurgency, security force assistance, and support to counter-terrorism





NOTES



